

WORK-LIFE BALANCE AND JOB SATISFACTION AS PREDICTORS OF WORK ENGAGEMENT OF NURSES

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ABSTRACT

This study examines the relationship between work-life balance, job satisfaction, and work engagement among nurses at two private hospitals, as well as whether these factors are predictive of work engagement. The study employed a descriptive-correlational research design to ascertain the nurses' levels of job satisfaction, work engagement, and work-life balance. The findings indicated that work-life balance had no discernible effect on work engagement, but job satisfaction was found to be a significant predictor of work engagement. Nurse work engagement was found to be significantly correlated with job satisfaction, indicating that higher job satisfaction may lead to higher levels of nurse work engagement. Recommendations were drawn to improve the work engagement of nurses, such as improving the work environment, offering continuity plan, addressing understaffed and uncompensated nurses, being supportive and listening to every opinion nurses have, and further study to find other factors that can improve work engagement of nurses.

Keywords: work-life balance, job satisfaction, work engagement, descriptive correlational

INTRODUCTION

Tackling major health system concerns, such as the worldwide nurse shortage, pressure to cut health care costs, and rising patient expectations for high-quality care and favorable outcomes, work involvement in professional nursing practice is crucial to take into account. For nurse leaders, work engagement is a constant problem, encompassing healthcare systems, in order to maintain nurses' engagement. To ensure high-quality treatment and favorable patient outcomes, it is essential to comprehend the elements impacting nurses' work engagement. Finding methods to enhance the work output of newly graduated nurses is essential to lowering the nursing staff turnover rate.

Studies have shown that when nurses experience a better balance between work and personal life along with higher job satisfaction, they tend to be more engaged in their work leading to increased productivity (Fukuzaki, et al, 2021). Work-life balance and maintaining one's health have gained prominence in the nursing field. Multitasking is necessary for nurses since they are pulled in many different ways. The unbalanced state of professional and personal lives is caused by nurses' excessive workloads (Omar, et al, 2021)

In the Philippines, work engagement affects both nurse work and patient outcomes. Increased job satisfaction may also keep nurses from quitting their jobs and make their work more satisfying on both a personal and professional level. In order to meet the demands of nurses and ultimately improve professional work outcomes and high-quality patient care, nursing management should give careful consideration to boosting work engagement through the enhancement of job resources (Falguera et al, 2023)

The task of this study directed the researcher to identify significant knowledge gaps relevant to hospital's nurse managers and to provide recommendations for long-term basic research program to fill-in those gaps. Most studies with the same topic mostly focus on the direct relationship between the independent and dependent variable without addressing the influence of the nursing managers in this study.

To counter this, an examination of the state of nurses' work engagement would yield valuable data that hospital administrators can utilize to create initiatives that reduce stress and dissatisfaction and enhance nurses' work engagement in medical care delivery.

Statement of the Problem

This study determined the influence of work life balance and job satisfaction on nurse's work engagement. Specifically, this sought answers to the following questions:

1. What is the level of nurse's job satisfaction in terms of:
 - 1.1 Leadership
 - 1.2 Requiring factors of Work
 - 1.3 Motivating factors of Wor
 - 1.4 Working Environment
 - 1.5 Working Welfare
 - 1.6 Participation in decision-making
 - 1.7 Sense of Community?
2. What is the level of nurse's work life-balance classification in terms of;
 - 2.1 work interference with personal life
 - 2.2 personal life Interference with work
 - 2.3 personal life enhancement of work?
3. What is the level of nurse's work engagement in terms of:
 - 3.1 vigor
 - 3.2 dedication
 - 3.3 absorption
4. Is there any significant relationship between:
 - 4.1 work-life balance and work engagement
 - 4.2 job satisfaction and work engagement
5. Do work-life balance and job satisfaction significantly predict the work engagement of nurses?

METHOD

Research Design

In this quantitative study the descriptive-correlational research design should be used. A descriptive research is one that aims to characterize the distribution of one or more variables without taking into account any other theories or causal relationships (Aggarwal & Ranganathan, 2019). Furthermore, Descriptive studies can be of several types, namely, case reports, case series, cross-sectional studies, and ecological studies. In the first three of these, data are collected on individuals, whereas the last one uses aggregated data for groups (Aggarwal & Ranganathan, 2019).

A correlational research design examines correlations between variables without putting the researcher in charge of or modifying any of them. The direction and/or degree of the relationship between two or more variables are reflected in a correlation. A connection may have a positive or negative direction. (Bhandari, 2023). In the study, it determined the levels of work-life balance, job satisfaction, and work engagement of nurses. Moreover, relationship of work-life balance and job satisfaction on work engagement of nurses were investigated.

Research Respondents

The nurses in two private hospitals were the respondents of this study. By using Slovin's formula at 5% error and 95% confidence interval, a total of 67 nurses are needed in reference to the Human Resource management consolidated data of the two hospitals. Meanwhile, the purposive sampling technique will be utilized in the study. Purposive sampling technique is "utilized to choose responders who are most likely to provide relevant and helpful information" (Nurs, 2020). Only nurses with one-year experience working in hospitals in the healthcare area will be chosen as study respondents to ensure homogeneity. People who don't fit the requirements for length of service and department involved won't be included in this study.

Research Instrument

This study used adapted questionnaires for assessing each predictor. The work life balance survey questionnaire consists of 7 parts namely: leadership, requiring factors of work, motivating factors of work, working environment, working welfare, participation in decision-making and sense of community. Moreover, the job satisfaction survey questionnaire consists of three parts namely: work interference with personal life, personal life interference with work and personal life enhancement of work. Furthermore, the work engagement of nurses' survey questionnaire consists of 3 parts namely: vigor, dedication and absorption.

Statistical Tools

The mean, pearson product moment correlation, and multiple regression analysis were used to analyzed the data and aswer the objectives of the study.

RESULTS AND DISCUSSION

Level of Work Life Balance

The work-life balance contains three indicators, namely work life interference with personal life, personal life interference with work and personal life enhancement of work. It garnered an overall mean of 3.87 and a standard deviation of .486.

In terms of work life interference with personal life, Nurses exhibits the highest mean in I missed my personal activities because of work with the mean of 4.02 which described as high. Meanwhile, the lowest is in the aspect of my personal life suffered because of work with a mean of 3.79 also described as high. The category mean is 3.90 which is likewise described as high. This means that the work-life balance of employees is oftentimes disturbed. In the category of personal life interference with work, the results show that the nurses exhibit a highest mean in I find it hard to work because of personal life with the mean of 4.02 described as very high. On the other hand, the lowest mean is 3.85 described also as high in terms of I am too tired to be effective at work. The category mean is 3.85 which described as high. This means that the personal life interference with work of employees is oftentimes disturbed. In the personal life enhancement of work, the highest mean is my personal life gave me energy for my job having a mean of 3.94 described as high. The lowest mean is 3.58 still described as high in the aspects of I am in better mood because of my job. Nevertheless, the category mean is 3.92 which is described as high.

This conforms to the findings of Gómez-Urquiza et al. (2020), who found that high workloads and unpredictable schedules in nursing significantly interfere with personal time, leading to burnout and job dissatisfaction. Similarly, Yildirim and Aycan (2008) emphasized that role overload in the nursing profession often causes personal sacrifices, contributing to overall work-life imbalance.

This is also aligned with the study of Frone, Russell, and Cooper (1997), who highlighted that family responsibilities and emotional stressors from personal life can spill over into the work domain, reducing job performance and concentration levels.

Also the result is consistent with the findings of Greenhaus and Powell (2006), who theorized that work and family can enrich one another through the transfer of positive affect, skills, and behaviors. This positive spillover suggests a buffering effect against work stress, which may improve job satisfaction and overall well-being.

Level of Job Satisfaction of Nurses

The job satisfaction contains six indicators such as leadership, requiring factors of work, motivating factors of work, working environment, working welfare, participation in decision making and sense of community. The overall mean is 3.71 while its standard deviation is .605.

In terms of leadership, it shows the highest mean in the aspect of my manager/director encourages staff to take part in the planning of our unit's operation with a mean of 3.83 which described as high. Thus, the lowest mean is 3.12 in the aspect of my manager/director treats the staff fairly and equally. Meanwhile the category mean of

leadership is 3.50 described as high. The lower mean suggests potential gaps in perceived fairness, echoing findings by Al-Hamdan et al. (2011) that perceived inequity in leadership negatively impacts satisfaction.

In terms of requiring factors of work with the highest mean of 3.90, it shows the highest mean in the aspect of I am satisfied with my working hours with a mean of 4.31. Hence, the lowest mean is 3.52 in the aspect of my workload is appropriate. The relatively lower mean for workload appropriateness reflects ongoing concerns in nursing about heavy workloads, which is corroborated by McHugh and Ma (2014), who found that workload is a persistent stressor that negatively affects satisfaction and care outcomes.

In particular, the motivating factors of work have the highest mean of 4.13 in the facet of client feedback motivates me at work. On the other hand, the lowest mean is 3.60 in my work is interesting. The category mean is 3.75, described as high. This suggest that intrinsic motivators remain vital in healthcare professions.

In terms of work welfare, nurses displayed the highest mean in I feel I am a competent employee, with the mean of 3.94 described as high. Meanwhile, the lowest mean is 3.62 described as high in the aspect of I am active in developing myself professionally. The category mean is 3.81 which refers to the description of high. The slightly lower score may indicate limited opportunities or time for continued professional development, as also noted by Riklikiene et al. (2018).

In particular, the participation in decision-making have the highest mean of 3.85 in I have the opportunities to make independent decisions in my work. On the other hand, the lowest mean is 3.67 in I have a chance to influence decision making in my unit. The category mean is 3.75, described as high. These findings confirm earlier studies, such as by Laschinger et al. (2010), which showed that empowerment and participation in governance lead to greater job satisfaction and reduced burnout among nurses.

In terms of sense of community, nurses displayed the highest mean in there is a good community spirit in my unit, with the mean of 4.12 described as high. Meanwhile, the lowest mean is 3.87 described as high in the aspect of new employees are welcomed in my unit. The category mean is 4.04 which refers to the description of high. This aligns with the findings of Van Bogaert et al. (2013), who emphasized that teamwork and a sense of belonging are strong predictors of job satisfaction in hospital settings.

Level of Work Engagement of Nurses

There are three indicators of work engagement namely vigor, dedication and absorption. The overall mean is 3.95 while the standard deviation is .388. In particular, the highest mean for vigor is 4.38 described as very high in the aspect of at my job, I feel strong and vigorous. On the other hand, the lowest mean is 4.00 also described as high in the aspect I can continue working for very long period at a time. The category mean is 4.23, described as high. This result supported the findings of Keyko et al. (2016), who noted that nurses with high levels of vigor tend to demonstrate better job performance, resilience, and lower intent to leave.

In terms of dedication, the highest level of work performance is represented by the item I find the work I do full of meaning and purpose with a mean of 4.35 described as high. The lowest mean is 3.87 also described as high in the aspect of I am enthusiastic with my job. Nevertheless, the category mean of 4.10 which is described as high. This is consistent with Bakker and Demerouti (2008), who emphasized that dedication involves being strongly involved in one's work and experiencing a sense of pride and inspiration. The findings are further supported by studies such as that of Orgambidez-Ramos and de Almeida (2017), which showed that meaningful work is a key driver of engagement and job satisfaction in healthcare settings.

In particular, the highest mean for absorption is 3.65 described as very high in the aspect I got carried away when working. On the other hand, the lowest mean is 3.33 also described as high in the aspect time flies when I'm working. The category mean is 3.49, described as high. This is consistent with Schaufeli and Bakker (2004), who observed that absorption tends to vary depending on the task nature, workload, and work environment. Although slightly lower, the absorption scores suggest that nurses are still highly focused when engaged in their tasks, albeit potentially affected by interruptions and work complexity, which is common in clinical environments (Yildiz et al., 2021).

Relationship between the Variables

The results of correlation analysis reveals that there is a significant relationship between the independent variables (Job Satisfaction) and work performance ($p<.05$) while there is no significant relationship between the independent variables (Work Life Balance) and work performance ($p<.05$). In particular, there is a significant relationship between job satisfaction and work engagement ($r=.719, p<.05$). The positive correlation coefficient suggests that there is a directly proportional relationship between the two variables. In other words, this finding denotes that the increase in job satisfaction would also likely increase the work engagement of nurses.

The strong positive correlation between job satisfaction and work engagement is consistent with the findings of previous research. According to Saks (2006), employees who are more satisfied with their job are more emotionally and cognitively invested in their work, which results in higher levels of engagement. Similarly, Alqaralleh (2020) emphasized that job satisfaction is a major predictor of nurses' psychological engagement, motivation, and retention.

However, there is no significant relationship between work-life balance and work engagement of nurses ($r=.176, p>.05$). This result suggests that the increase in work-life balance would not affect the work engagement of nurses.

Influence of Work Life Balance and Job Satisfaction on the Work Engagement

The results of regression analysis indicate that one of the independent variables was found to be significant predictor of work engagement ($p<.05$).

In particular, job satisfaction significantly predicts the work engagement of nurses ($\beta=.708, p<.05$). This means that for every unit increase in job satisfaction there is a corresponding increase in work engagement of nurses by .708. In other words, the job satisfaction has positive contribution to the work engagement of nurses. This finding is in line with the growing body of research emphasizing the predictive power of job satisfaction on work engagement. For instance, Hakanen et al. (2006) found that satisfied employees are more likely to be enthusiastic, committed, and energetic at work. Similarly, studies by Shuck and Reio (2014) suggest that job satisfaction serves as a foundational resource that enhances engagement by fulfilling employees' psychological needs for autonomy, competence, and relatedness.

However, the work-life balance does not significantly predict the work engagement of nurses ($\beta=.083, p<.05$).

CONCLUSIONS

Based on the findings, the following conclusions were drawn:

1. The level of work-life balance of nurses is high. In particular, the indicators are also at high level in the aspects of work life interference with personal life, personal life interference with work and personal life enhancement of work.
2. The nurses have a high level of job satisfaction. More specifically, the nurses exhibit high level in terms of leadership, requiring factors of work, motivating factors of work, work welfare, participation in decision-making and sense of community.
3. The level of work engagement of nurses is high in terms of vigor, dedication and absorption.
4. There is a significant relationship between job satisfaction and work engagement, while work-life balance and work engagement has no significant impact.
5. Job satisfaction significantly predicts the work engagement of nurses. This implies that job satisfaction can improve better the work engagement of nurses.

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